

PROPOSAL PACKAGE

For Merchandise, Food and Beverage, and Kennel Services

within Carlsbad Cavern National Park

CC-CAVE001-08

Department of the Interior

National Park Service

PROPOSAL SUBMISSION TERMS & CONDITIONS

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. **The letter must bear original signatures and be included in the Offeror's response package.** The Service will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new concession contract as the Concessioner. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of a proposal, a proposal must demonstrate that the individuals or organizations that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the contract. In addition, the Offeror must unconditionally state and guarantee in its proposal that the Offeror will provide the Concessioner with all funding, management and/or other resources that the proposal offers.

To: Michael D. Snyder
Regional Director
Intermountain Region
National Park Service
12795 Alameda Parkway
Denver, CO 80225

Attention: Business Resources Division (IMDE-CM)

Dear Director:

The Offeror hereby agrees to provide visitor services and facilities at Carlsbad Caverns National Park in accordance with the terms and conditions specified in the Concession Contract No. CAVE-001, provided in the Prospectus issued by the public notice as listed on www.fedbizopps.gov and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus).

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Offeror to criminal penalties of 18 USC 1001. The Offeror agrees to meet all the minimum requirements of the Draft Contract, and the Prospectus, and that the Offeror has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 43 CFR Part 42 the following:

Any of the individuals or entities seeking participation in this Concession Contract are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.

Within the three years preceding submission of the Proposal, none of the individuals or entities seeking participation in this Concession Contract have been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.

None of the individuals or entities seeking participation in this Concession Contract are presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the offenses.

The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

The Offeror, by submitting this Proposal hereby agrees, if selected for award of the new concession contract:

1. To the minimum requirements of the Prospectus as identified in Part A of this Proposal Package.
2. To complete the execution of the final Concession Contract within thirty working days after it is presented by the National Park Service ("Service").
3. To commence operations under the new concession contract on the effective date of the new concession contract.
4. To operate under the current, Service-approved rates to visitors, until such time as amended rates may be approved by the Service.
5. To acquire the Personal and Other Property of the Existing Concessioner under the terms of the existing concession contract.
6. To resolve any dispute regarding the value of the property of the existing Concessioner in accordance with the terms of the existing concession contract and to allow the Service to participate in the Personal Property value determination in the same manner and to the same extent as provided for with respect to Possessory Interest value determinations as described in 36 CFR Part 51 Subpart H.
7. [Include only if the Offeror is not to be the Concessioner under the Draft Contract.] To provide the entity that is to be the Concessioner under the Draft Contract with the funding, management and other resources described in our proposal.

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

CERTIFICATE OF CORPORATE OFFEROR

(Offerors who are not corporations should skip this certificate)

I, _____, certify that I am the _____ of the corporation named as Offeror herein; that _____, who signed this proposal on behalf of the Offeror, was then _____ of said corporation; that said proposal was duly signed for and in behalf of the corporation by authority of its governing body within the scope of its corporate powers.

BY: _____ DATE _____
(Type or print name and date)

Original Signature

TITLE _____

ADDRESS _____

PART A

The minimum requirements for the Draft Contract are identified in this Part A of the Proposal Package. If the Offeror, in its transmittal letter, does not agree to these minimum requirements, the proposal will be considered non-responsive. **A copy of Part A must be included in the Offeror's response package.** (The requirements of Part B of this Proposal Package outline detailed subfactor submissions referenced in this part, as well as additional secondary selection factors.)

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA.

The Offeror agrees to comply with all terms and conditions in the contract, including compliance with all applicable laws, including, without limitation, environmental protection and conservation laws, under the terms and conditions specified in the Draft Contract.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES.

The Offeror agrees to comply with all the terms and conditions specified in the Concession Contract, including its exhibits.

The Offeror agrees to operate at the current Service approved rates during the term of the Concession Contract until such time as a new rate schedule is approved by the Service, in accordance with 16 USC 5955. A selected Offeror may request a rate increase at any time after the selection of the best proposal is made by the National Park Service.

The Offeror agrees to accept the Concession Facilities, and any assigned government personal property "as is" as required by the Draft Contract, Section 8(f).

The Offeror accepts the Operating Plan included as Exhibit B of the Draft Concession Contract.

The Offeror accepts the Maintenance Plan included as Exhibit E of the Draft Concession Contract.

The Offeror agrees to implement an equal opportunity program and comply with the terms of the equal opportunity and handicapped access requirements of the Draft Contract.

The Offeror agrees to develop and implement an effective health and safety program (risk management program), according to the requirements of the Operating Plan for such programs.

The Offeror agrees to meet the public liability and property insurance requirements of the Draft Contract Exhibit F and agrees to provide property and liability insurance of at least the types and levels of coverage described in the Draft Contract.

PRINCIPAL SELECTION FACTORS 3 AND 4 DO NOT HAVE MINIMUM REQUIREMENTS FOR THIS PART. INFORMATION REQUIRED FOR PRINCIPAL SELECTION FACTORS 3 AND 4 IS IN PART B.

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE, IF ANY, AND/OR OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR.

The Offeror agrees to at least the minimum Franchise Fee of **7.0** percent of annual gross receipts.

PART B

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA. (0-5 Points)

Note to Offeror:

This selection factor is concerned with objectives that relate specifically to the protection of the particular resources of the Park area. Objectives for improvement of the natural environment in general (waste reduction, fuel efficiency, recycling, etc.) are addressed under secondary selection factor 1. Please avoid overlap between responses here and responses to secondary selection factor 1. For this Principal Selection Factor, please respond only with the information requested in the subfactors.

Service Objectives

The Service's objectives under this factor are for the Concessioner to conduct its operations in a manner that furthers the protection, conservation, and preservation of the Park area and other resources. The Service has particular concern for mitigating the effects of the Concessioner's activities on the unique and sensitive underground environment in the Cavern. A second area of concern is educating staff and visitors on how they can protect park resources. Please see the document entitled "Underground Operation Environmental Information" provided as an appendix to this Prospectus for further details on these environmental issues. Specific focus areas are addressed in the Subfactors below.

Four environmental concerns, each the subject of a subfactor below, related to the underground operation are of particular interest to the Service. For each subfactor, provide a proposal that exceeds the minimum operating standards set forth in the Operating Plan and addresses operating procedures, including employee training. The proposals cannot expand the footprint of the developed area and cannot involve any disturbance of natural features.

The proposals may include personal property investments. The proposals may include real property improvements, for which the Service would have responsibility to implement. Note that the most likely funding source for real property improvements is franchise fees. Any such proposal should include estimated costs in your response to this Subfactor and be reflected, as appropriate, in your response to Principal Selection Factor 4.

Subfactor 1a

Odors, Condensation, Lint and Litter: The primary concern of the Service regarding the underground operations is the introduction of unnatural odors, condensation, lint and litter. How will you reduce or eliminate the introduction of these effects?

Subfactor 1b

Light and Noise: Another concern of the Service regarding the underground operations is the introduction of unnatural light and noise. How will you reduce or eliminate the introduction of these effects? To the extent that any new equipment is proposed in Subfactor 1a or any other area of this proposal, please also describe the ways in which you will reduce the effects of that equipment (e.g., light, noise, pollution, power consumption, etc.). Please clearly identify your plans during operating and non-operating hours.

Subfactor 1c

Wildlife Interaction: Another concern of the Service regarding the underground operations is the attraction of wildlife to the Concessioner's underground operation. How will you reduce or eliminate the introduction of these effects?

Subfactor 1d

Visitor Education: Another concern of the Service is the behavior of the visitors in the Cavern. The Park provides an orientation to all visitors before entering the Cavern that includes behavioral guidelines, as provided in the document entitled "Proposal Package Cave Orientation Information", found as an appendix to this prospectus. How will you reinforce this message and the Park's procedures through interaction with the visitors?

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (0-5 Points)

Note to Offeror:

For this Principal Selection Factor, please respond only with the information requested in the subfactors.

Service Objectives

The Service's objective regarding visitor services to be provided under the Draft Contract is for the Concessioner to deliver high quality visitor services. Though many factors influence this objective, the Service has chosen to focus on the following areas:

- 1) Effective utilization of concessioner space within the rehabilitated visitor center
- 2) High quality theme-related merchandise offered in a wide range of types and prices
- 3) An operation that will accommodate unpredictable periods of peak and off-peak demand, especially in the food and beverage area

Subfactor 2a

An appendix to this prospectus includes a floorplan for a new retail space.

1) Layout and Equipment of Retail Space

Provide a proposed layout and description of your surface operation concept, including type, cost, and quantity of merchandise displays, point of sale terminals, and other necessary equipment. Describe how they will integrate into the rehabilitated facility, and how you would incorporate interpretive themes into the merchandise displays. The Service expects that you will provide only personal property within the space and all of the items that you propose to install must be removable at the end of the Contract.

2) Draft Gift Merchandise Plan

Under Section 3(d)(3) of the Draft Contract and Section 4(B)(2) of the Operating Plan, the Concessioner will develop a Gift Merchandise Plan. Please provide a draft Gift Merchandise Plan, based on the Park's interpretive themes (provided as an Attachment to Exhibit B: Operating Plan of the Draft Contract) that describes unique theme related merchandise developed specifically for the Park. The plan also should include your anticipated merchandise mix including the categories of merchandise that you would offer. Provide photographs or illustrations of merchandise you propose to develop as part of such a program. Do not provide the sample merchandise itself.

Subfactor 2b

The Business Opportunity of this prospectus includes a basic description of the mode of service and an Appendix to this prospectus includes a floorplan for a new food and beverage space. Please address the following.

1) Layout and Equipment of Food and Beverage Space

Provide a proposed layout and description of your surface operation concept, including type, cost, and quantity of preparation and serving equipment, displays, and tables and chairs, including how they will integrate into the rehabilitated facility. The Service expects that you will provide only personal property within the space and all of the items that you propose to install must be removable at the end of the Contract.

2) Menu and Mode of Service

Provide a draft food menu for breakfast and lunch and describe your menu options (including price points) and mode of service considering the information provided in your response to 2b (1) above and Operating Plan Section 4 (A) (1) (b).

PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. (0-5 POINTS)

Note: to assist in the evaluation of proposals under this and other selection factors, please provide the following information regarding your organizational structure. The National Park Service will not evaluate this information for selection purposes, but will use it to assess responses to the various selection factors. Your failure to submit this information may result in a lower score on one or more of the selection factors.

Offeror's Organizational Structure. Describe the entity with which the National Park Service will contract. Clearly define the Offeror's relationship to all superior and/or subordinate entities. Identify the entity, if one exists, that has the authority to allocate funds, hire, and fire management employees of the business entity that will hold the contract with the National Park Service. If this entity is a public corporation with a Board of Directors, provide information about the makeup and selection of the Board. Identify a majority shareholder or shareholder with controlling interest, if either exists.

Using the Business Organization form included in the Appendices to this Prospectus, identify the Offeror and each business organization, operator, and any parties involved in the management of the proposed concession operation. Use the form appropriate for your organization (Partnership, Sole Proprietorship, Corporation, or Limited Liability Company) and include all information necessary to make the relationships among parties clear. When completed, the Business Organization form should convey the following information:

- 1) Identify the Offeror formally.
- 2) Explain the legal form and formal structure of the Offeror.
- 3) Identify and describe the owners of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror, and the precise extent of their ownership interest.
- 4) Identify all related, subordinate, or superior business organizations and any other organizations, contractors, or subcontractors that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice.
- 5) List how long the Offeror has existed as a legal entity.
- 6) Provide a copy of your organization documents (e.g., articles of incorporation, partnership agreement, etc.)

Subfactor 3a

Demonstrate that your organization is structured and staffed to effectively carry out the responsibilities of the Draft Contract by providing the following information:

Clearly outline the organizational structure you intend to use to manage and execute the services contemplated under the Draft Contract during peak and off peak seasons. To the extent that support services such as purchasing or human resources will be provided by a corporate parent, clearly identify how this support will benefit the operation. Provide the principle lines of authority between departments and managers.

Describe the qualifications of the person you would employ for each of the following positions. Include relevant experience, minimum qualifications, certifications (if applicable), and education in a consistent format.

- 1) Corporate officer(s)/executives with responsibility for directly supervising the general manager or any other member of the management team for this contract.
- 2) General Management Team
- 3) Departmental managers including merchandise and food and beverage

In addition, provide workforce estimates in Full Time Equivalents (FTE) for each operating department (i.e., lodging, food and beverage, retail) and support functions (e.g., maintenance and administration) during both the open season and the closed (off) season.

Subfactor 3b

Explain how you will provide a high quality, skilled, and motivated employee staff by providing the following information. For each item below, describe how you propose to provide the following functions for this operation under the Draft Contract:

- 1) Recruitment process for management, permanent staff, and seasonal staff
- 2) Customer service training
- 3) Safety training, interpretive training
- 4) Metrics and methods that will be used to measure the quality of customer service provided by the staff
- 5) Employee retention program(s) including financial and non-financial incentives

Subfactor 3c

Has the Offeror, parent company or any of its principals, at any time in the last five years, whether as a principal or employee of Offeror or otherwise, received any Notice of Violations (NOVs), fines, and/or penalties from a federal or state regulatory agency? If the answer is yes, provide the following:

- 1) A description of the NOV, fine and/or penalty
 - 2) When and by whom was the NOV, fine and/or penalty issued?
 - 3) How did you address the NOV, fine and/or penalty?
 - 4) How will you ensure that the problem does not recur?
- 4) Describe any certifications, awards, or formal public recognition that your organization has received that are pertinent to the business opportunity offered under the Draft Contract. Examples of relevant certifications include ISO designations, NPS environmental recognition, retail association awards, National Restaurant Association Educational Foundation certifications, etc. For each example, list the following.
- 1) The name of the recipient or receiving organization
 - 2) Date of award
 - 3) Expiration date of certification (if applicable)
 - 4) Issuing organization
 - 5) A brief description of the requirements or reasons the certification or award was earned and why it is relevant to the operations provided under the Draft Contract

Subfactor 3d

Please describe the Offeror's previous experience in the operation and management of merchandise and food and beverage. For each operation discussed, please provide the following information segmented by operating department.

- 1) Name and location of operation
- 2) Time frame of experience
- 3) Role in the operation
- 4) Description of services provided
- 5) Operating season and hours
- 6) Number of employees during high and low seasons
- 7) Average annual number of transactions (e.g. merchandise sales, covers, kennel days, etc.)
- 8) Annual gross receipts

PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL (Scoring: 0 – 5 Points)*Note to Offeror:*

- *In the event the Offeror is not the legal entity that is to be the Concessioner, provide the information described below with respect to both the Offeror, including all partners in a joint venture, and the proposed Concessioner. Also describe the Offeror's financial relationship to the proposed Concessioner.*
- *Information submitted under any individual subfactor may be used by the Service to evaluate other subfactors.*

Subfactor 4a: Demonstrate that you have a credible, proven track record of meeting your financial obligations by providing the following:

- 1) The completed Business History Information form provided as an Appendix to this Prospectus.
- 2) Audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Financial statements should be provided for the Offeror AND all parent companies. Personal financial statements must be provided for any owners of a sole proprietorship or general partners within a partnership. If the requested information is not available or not representative of your financial history, present an explanation in sufficient detail to enable a reviewer to fully understand the reasons why, and provide comparable evidence, accompanied by a description, of your financial track record.
- 3) A CURRENT credit report (within the last six months) from a major credit reporting company such as Equifax, Experian, or Dunn & Bradstreet.

Subfactor 4b: Demonstrate that your proposal is financially viable and that you understand the financial obligations of the Draft Contract by providing the following:

- 1) Your estimate of the acquisition and start-up costs of this business using the Initial Investment and Start-Up Cost form included in the Excel spreadsheets provided in the appendix to this prospectus. Explain fully the methodology and the assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
- 2) Using the Excel spreadsheets provided in the appendix, provide estimates of prospective revenues and expenses of the concession business in the form of annual prospective income and cash flow statements for the entire term of the Concession Contract.

Additional general notes regarding the provided forms in the attached appendix:

- A) The Service has provided forms that request the information in the format it desires. These forms may differ from the format and requirements set forth in generally accepted auditing standards (GAAS) with regard to prospective financial statements. The Service does NOT request that the prospective financial statements be reviewed in accordance

with GAAS. In situations where the information requested departs from GAAS, the Service requests that the information be provided in the format requested and NOT in conformance with GAAS.

- B) You may expand on the information requested on the form, but do not provide less, do not reduce the captions (line-items) called for, and do not change the order of items.
- C) Do not add or eliminate rows on the Excel spreadsheets provided in the appendix. Columns should not be deleted; however, columns may be added to adjust the number of years to the Draft Contract term, if necessary. If you wish to provide additional information, do so in additional spreadsheets, outside of the ones provided. If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables. For the purpose of the proforma statements utilize the calendar year as the fiscal year.
- D) Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to fully understand how the estimates were determined.
- E) Complete all of the forms provided and submit both a hard copy and an Excel spreadsheet file. Failure to provide all of the information requested on these forms may result in a reduced score.

Subfactor 4c: Demonstrate your ability to obtain the required funds by providing credible, compelling documentation. Fully explain the financial arrangements you propose, using the following guidelines:

- 1) If funds are to be obtained from operating cash flows, document each source and availability of these funds by referencing your previous and current audited financial statements.
- 2) If funds are to be obtained from lending institutions (banks, savings and loans, etc.), provide financing agreements, letters of commitment, or similar supporting documents. Also, include a letter (addressed to the National Park service from the Lender), which provides compelling documentation as to the likely amount of funds available to the offeror at the start of the Draft Contract. Include the lending institution contact name on the letter and authorize the lending institution to release any information to the National Park Service concerning relevant financing arrangements.
- 3) If funds are to be obtained from an individual, or a corporation whose primary fund source is an individual, provide the following as appropriate:
 - A) Current personal financial statement for the primary source of funds.
 - B) Documentation of any assets to be sold.
 - C) Written funding commitment from the individual or corporation.
 - D) Any other assurances or documentation that makes a compelling demonstration that the funds are available.

- 4) If funds are to be obtained from working capital liabilities (such as advanced deposits or accounts payable), please provide estimates and a rationale for each estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
- 5) If funds are to be obtained from another source (i.e., a corporation whose primary fund source is not an individual), provide the following as appropriate:
 - A) Written funding commitment from the fund source.
 - B) Any other documentation that is necessary to create a compelling demonstration that the funds required to operate this business opportunity are available.

PRINCIPAL SELECTION FACTOR 5. FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR (0-4 Points)

The minimum franchise fee acceptable to the Service is **7.0** percent of gross receipts.

The offer of a higher franchise fee than this minimum is generally beneficial to the Service and accordingly will generally result in a higher score under this selection factor. However, consideration of revenue to the United States will be subordinate to the objectives of protecting, conserving, and preserving resources of the park area and of providing necessary and appropriate visitor services to the public at reasonable rates.

Subfactor 5a

State the franchise fee that you propose. Such fee must at least equal the minimum franchise fee set forth above. Express this fee as a percentage of annual gross receipts. Do not propose a franchise fee percentage that changes by the level of gross receipts or by the year of the contract.

_____ percent of annual gross receipts

SECONDARY SELECTION FACTORS

SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION AND PRESERVATION OF THE PARK AREA AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (0-3 points)

Note to Offeror:

This secondary selection factor focuses on environmental management programs and activities that promote general environmental objectives such as waste reduction, fuel efficiency, recycling, etc. Please avoid overlap between your response here and your response to Principal Selection Factor 1. For this Secondary Selection Factor, please respond only with the information requested in the subfactors.

The Service strives to have concessioners who excel at implementing environmentally friendly business practices, notably in the areas of sustainability and energy conservation; purchasing of environmentally preferable supplies, fixtures and merchandise; solid waste reduction; recycling; and other similar proactive actions. Provide three examples of programs and activities (not already described under other selection factors) that you will implement to achieve this objective.

**SECONDARY SELECTION FACTOR 2. MARKETING CARLSBAD CAVERNS.
(0-2 points)**

This secondary selection factor seeks information on how you would increase visitation to the Park. Describe any special events, marketing programs, tourism planning, or other actions that you would take to increase park visitation. Your response should include specific action items with a description of what you would do, estimates of any extraordinary costs, and an estimate of the results you would expect from such a program.